JOB SATISFACTION OF THE EMPLOYEES IN HIMACHAL ROAD TRANSPORT CORPORATION

A SYNOPSIS

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INTRODUCTION

Public sector plays a vital role in the development of a nation. It accelerates all round economic growth and helps to distribute the fruits of development to various sections of the society. Apart from providing basic infrastructure to other industries, it also provides employment opportunities. The contribution of public sector undertakings in Indiaôs development had been quite significant. Our economy today is passing through a process of crucial change. The relevance of public sector undertakings is being questioned. With the passage of time due to a variety of reasons the public sector in India become a subject of discussion and criticism amongst intellectuals, businessmen, politicians, workers and laymen. To some of us it has been an end in itself, and also an instrument of diverting the means of productions from private ownership and exploitation to social ownership and collective enjoyment. An overall assessment of public sector in India suggests that, it is in fact, a mixed bag-of pioneering endeavors, impressive achievements as well as dismal failures and waste of resources. Keeping in view the realization that growth was not possible without infrastructure facilities like roads, dams, power, railways, education, public health and other means of transport and communication, massive investment was made in public sector. As a result the public sector enterprises ventured into areas like building roads or constructing dames, where no private entrepreneurs would ever venture. The state thus emerged as a major player and a partner in the economic development of the country. We cannot dispute the fact that in spite of several drawbacks and criticisms, the public sector undertakings have served as a powerful instrument for achieving social and economic objectives.

Development of any organization is not possible if the employees are not satisfied and are not willing to work. It causes poor performance of the organization.

PUBLIC SECTOR:-

The reason for the establishment and proliferation of public enterprises in third world countries are ideological, socio-political and situational. In the case of India, the slow development of private entrepreneurship, reluctance of the private sector to risk its capital in heavy projects, the need to have control over certain types of defence-oriented industries. The imperative of government control on investment decisions to serve certain social objectives like the spatial equity in development etc. motivated the government to play the role of entrepreneur. Also it was thought that public enterprises are essential for preparing the country on the road of socialism. Yet, the Indian policy envisaged a role more complementary than competitive to the private sector. Under different five-year plans, the public sector was envisaged to promote economic growth, to ensure socialistic pattern of society, to reduce the concentration of economic power in private hands to assist the government in meeting the distributional policies, to promote exports and earn foreign exchanges and to help in the development of backward regions. In fact the performance problem in public sector enterprises arises because of the multiple objectives. Further, there is an

implicit notion that one of the main aims is the maximization of social gains rather than profit.

WHAT IS PUBLIC SECTOR UNDERTAKING?

The government-owned corporations are termed as public sector undertakings in India. In a PSU majority (51% or more) of the paid up share capital is held by central government or by any state government or partly by the central government and part by one or more state government. The Comptroller and Auditor General of India (CAG) audits government companies. In respect of government companies, CAG has the power to appoint the Auditor and to direct the manner in which the Auditor shall audit the companyôs accounts.[1]

PUBLIC SECTOR UNDERTAKINGS IN INDIA:-

The first Congress Government of India, under the able and visionary leadership of Pandit Jawahar Lal Nehru as Prime Minister, adopted mixed economy pattern, based on socialism. Thus the core and basic industrial ï base, requiring heavy investments with longer gestation periods for production and returns, was kept in public sector so as to act as a mother feeding-unit for development of small and medium scale private industries. The national interim government, which came into power in 1946, concentrated mainly on the issue of the transfer of power and nothing could be done in regard to industrial development. Further the different industrial policies after independence (1948, 1956, 1973, 1977, 1980, 1990, etc.) paved a way towards the enhanced growth and development of public sector undertakings. Thereafter the New Economic Policy (1991), announced by the Indian Government in July 1991, was there to remove short macro-economic imbalances which have afflicted the fiscal and external sectors of the economy. It was an inevitable devise to facilitate progressive integration of the Indian economy into the global economy, so that India grows as a part of the world economy and not in isolation.

The public sector undertakings are thus the heart beats of the people of India. They occupy a commanding and strategic position in the Indian economy. They are not only among the top employers of almost all categories of workers from ground level to that of experts but are also destined to play the role of principal catalyst in taking India to the front rank of the developing nations. Today no economic task of national importance can be fulfilled without state participation. And since India has adopted for objective of óSocialistic pattern of societyô the role of public sector become further more pivotal while adopting this pattern of public policy.

The Indian experience indicates that public undertakings have a poor record in generating surplus directly available for new investment over capitalization, low rates of capacity use, poor maintenance, absence of effective incentives structure, preference among policy-makers for administered prices distributional controls have not only contributed to low returns on investment in public undertakings but discouraged retention of professionally competent managerial personnel.

[1] http://www.india.gov.in

PUBLIC SECTOR UNDERTAKINGS IN HIMACHAL PRADESH:-

The formation of Himachal Pradesh in 1948 could well be expected to have emerged out of the feudal anachronistic past and this impression is reinforced by the type of socio-political institutional framework of the earlier era of Rajaôs and Princeôs. The result inevitably appears to have been primitive economic system with a pitiful inadequate infrastructure for socio-economic development at the time of its emergence from feudal past. A political change can be purposeful only if it is able to create an economic welfare and beneficial social climate conducive to all the round development of the people. At the time of independence, as it was expected, the state was plagued by under-development, unemployment, illiteracy, poverty, diseases and total neglect. The important concept of planned development was non-existent in the Princely states. Lack of adequate transportation and communication stood firmly in the path of development.

Himachal is endowed with beautiful natural resources of water, forests, herbs, hydro-power, minerals, cool land, and dust free environment. All such factors provide favourable conditions for setting up agro-based, forest-based, food-processing, beverage and electronic industries in the Pradesh. Inspite of the abundant natural resources the main causes of industrial backwardness are rugged topography, low density of population, lack of means of communications, lack of adequate finances and above all illiteracy among the masses. It was seventy onwards that concerted efforts made by the State Government, indeed have yielded fairly impressive results on the industrial front. Thus after 1971, the Industrial policy of the State was given a new direction that aims at speedy industrial development. Industrialization is not only a technological revolution but it involves profound social changes and is a multi-dimensional process. Hence, social and cultural processes are integral parts of industrialization.[2]

PUBLIC CORPORATION:-

Corporations formed by federal, state and local governments for specific public purposes, including education, health and hospitals, waste removal and transportation. The Port Authority of New York and the Tennessee Valley Authority (TVA) are two examples.[3]

A corporation created to perform a governmental function or to operate under government control, such as municipal water company or hospital etc.[4]

A public corporation is a corporation owned by members of the public virtue of their having purchased shares in its ownership on the open market. Public corporation sells shares in their ownership because large amount of capital can be raised very quickly with a public stock offering. In the United States, many aspects of a public corporationôs operations, especially its relationship with its shareholders, are closely scrutinized and regulated by the Securities and Exchange Commission (SEC), an agency established by the US government in 1934, as part of its response to the great depression, to regulate the stock markets and prevent abuses by corporation.

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2 Pathania mamta, 2009, ñ Synergizing Public Sector: An Administrative Analysisò, Regal Publication, New Delhi-110027, pp. 4-8.

3 http://www.answers.com

4 http:/www.freedictionary.com

JOB SATISFACTION:-

Job satisfaction constitutes the inner contentment that a job holder gets by performing the job well. It is an amount of pleasure associated with a job. It influences the behaviour, attendance and the length of service. Job satisfaction reflects the overall attitude of workers towards the work, co-workers, the organization, the culture, the environment and the social group at large. It can be viewed as the result of various attitudes that the worker holds towards his job, towards other related factors and towards life in general. The happiness or pleasure that an employee gets by using this knowledge and skill effectively, result in job satisfaction. It is the psychological satisfaction person gets by using his strengths and talents effectively. Job satisfaction reflects the attitudes which results from a balancing a summation of the many likes or dislikes and experiences in connection with a job. The mixture of feelings, attitudes and sentiments that contribute to a general feeling of satisfaction gives rise to job satisfaction.

Job satisfaction is derived as ñan individualôs relation to the job experience.ò There are various components that are considered to be vital to job satisfaction. These variables are important because they all influence the way persons feel about their job. These components include pay, promotion, benefits, supervisorôs behaviour, co-workers, workers conditions, communication, safety, productivity and the worker itself. Each of these factors figures in to an individualôs job satisfaction differently. One might think that pay is considered the most important component in job satisfaction, although this has not found to be true. Employs are more concerned with the working environment than with the monetary gains. Many experts have tried to come up with an explanation for why people feel the way they do with regard to their job. Lock developed the idea known as Discrepancy Theory. The theory suggests that a person job satisfaction comes from what they feel is important than the fulfillment or unfulfilment of their needs. Employees give the necessary feedback in order for employers to know if people are satisfied with their jobs. If a person is rewarded for doing their work he/she may find the job more satisfying. These rewards range from improved work environment to higher security and more responsibility. Of all of these types of incentives, money is one of the few that we can qualify and measure. Due to its social influence, money can often have a powerful effect on job satisfaction, regardless of how important motivator money is to the person. Organizational commitment is also a result of job satisfaction. The positive indicators of commitment are productivity and health. The more satisfied employees are with their jobs, the more they will produce and the healthier they will be. However studies have shown that in some cases high production itself causes high job satisfaction. The negative indicators of organizational commitment include absenteeism, sabotage and violence. These factors obviously indicate low commitment toward the organization and low job satisfaction. Surprisingly enough turnovers are neither positively nor negatively related to organizational commitment or job satisfaction. Job satisfaction is an important variable to evaluate an organizationôs success. In order for an organization to be productive the employ of the concerns should be met. Questionnaires permit employers to determine employeeôs job satisfaction. The employer can act on these results to meet employee needs. Employees with higher job satisfaction believe that the organization will be satisfying them in the long run and so care about the quality of their works. The employees are more committed to the organization. They have higher retention rates and are more productive. One area of disagreement is whether

job satisfaction has multiple dimensions. Researchers like Porter and Lawyer define job satisfaction as a unidirectional construct; that is you are generally satisfied or dissatisfied with your job, your supervisor, your pay, your work place, etc. Desire to stay with an organization is not a symptom of job satisfaction. It is a consequence of job satisfaction. As an independent factor, desire to stay is also affected by other factors such as employeeôs job security, expectation about their future success in the organization, etc. Dissatisfaction seems more motivating than satisfaction in some cases. In a similar way people often react more immediately and visibly to pain than to a pleasant stimulus.

The concept of job satisfaction is control to many aspects of industrial and organizational behaviour. This could perhaps account for this concept being one of the most researched topics. The extent to which employees are satisfied with their jobs has, therefore been of considerable interest to both scholars and practitioners the term job satisfaction is viewed as a ñpositive attitude towards oneôs work, which is global in nature and which results from many specific job related experiencesò. Earlier studies on job satisfaction explored the role of demographic and back ground factors besides the predisposing effects of personality variables. Several studies have also been conducted to test motivational theories of Herzberg (1966) and Maslow (1954). The finding of these researchers produced mixed and generally inconclusive results. For example researchers have found a positive and linear relationship between age and job satisfaction[5].

Job satisfaction or dissatisfaction is a function of perceived relationship between what one expects and obtained from oneôs job and how much importance and value he attributes to it (Kemelgor, 1982; Locke, 1976; Mobley and Locke, 1970). However a number of studies suggest that job facet satisfaction scores weighted by importance are no better indicators of overall job satisfaction than are unweighted job facets (Mikes and Hulin, 1968; Wanous and Lawer, 1972). Owing to these inconclusive findings Landy and Trumbo (1982) have stressed the need for further data from a wide variety of settings before the generality of the findings concerning the influence of perceiving importance of job facets on overall job satisfaction can be accepted[6]

FACTORS THAT INFLUENCE JOB SATISFACTION:-

1) THE WORK ITSELF:-

The content of the work itself is a major source of satisfaction, if the working conditions on job in the organization are better in comparison to similar job in other organizations. The workers will be more satisfied. If these are worse, they will feel dissatisfied. Some of the most important ingredients of a satisfying job uncovered by survey include interesting and challenging work, work that is not boring and a job that provides status.

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5 Rama J. Joshi and Baldev R. Sharma, (July, 1997): ñDeterminants of Managerial Job Satisfactionò, Indian Journal of Industrial Relations, Vol. 33, No. 1, p. 49.

6 Nazir A. Nazir. (April, 1998): ñPerceived importance of job facets and overall job satisfaction of Bank Employeesò, Indian Journal of Industrial Relations, vol. 33, No. 4, P. 480.

2) SOCIAL INTERACTION AND WORKING IN A GROUP:-

Interaction of people with others or groups may result in job satisfaction and dissatisfaction. If interaction is unsatisfying a person may withdraw himself in case of voluntary groups but it is not always possible in an organizational group to withdraw and the result is frustrating and the more the interaction, the more the frustration. The interaction is more satisfying if others behaviour in the group is similar to his own and other recognize him or when interaction facilitates him in the achievement of goals.

3) SECURITY OF JOB:-

Security of job is an important factor in determining the job satisfaction. If the organisation provides job security the people in the organisation feels satisfied and if they are quite insecure they will be frustrated.

4) WORKING CONDITION:-

If working conditions on the in the organisation are better in comparison to similar job in other organisations the workers will be more satisfied. If there are worse, they will feel dissatisfied.

5) INTRINSIC ASPECT OF JOB:-

The intrinsic value of job differs from man to man, so job satisfaction also differs. A person is satisfied with his job because he is specially trained for the job, and has the capability of performing it well; the other prefers that job only because he gets recognition in the group or society.[7]

6) SUPERVISION:-

Supervision is another moderately important source of job satisfaction. There are two dimensions of supervisory style that affects job satisfaction. One is employee-centeredness, which is measured by the degree to which a supervisory takes personal interest in the employeeôs welfare.[8]

The other dimension is participation or influence, as illustrated by managers who allow their people to participate in decision that affect their own jobs. In most cases this approach leads to higher job satisfaction. The participation climate created by the supervisors has a more substantial effect on workers satisfaction than does participation in a specific dimension.[9]

7) WORK GROUP:-

The nature of work group will have an effect on job satisfaction friendly, cooperative co-workers are modest source of job satisfaction to individual employees.

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7 Fred, Luthans, Organisational Behavior, 7th Edition, McGraw hill, New York, 1995, p. 127.

8 Ibid.

9 Kathrine Miller and Peter, R. Mong, Participation, Satisfaction and Productivity, Meta Analytic Review, Academy of Management Journal, Vol. xii. No. 6, Dec., 1986, pp. 748-765.

The work group serves as a source of support, comfort, advice and assistance to the individual worker, a good worker group makes the job more, if the reverse conditions exit the people are more difficult to get along with this factor may have a negative effect on job satisfaction.[10] It does so primarily by providing group members with opportunities for interaction with each other; it is well known that for many employees work fills the need for social interaction.[11]

8) EDUCATIONAL LEVEL AND THE INTELLIGENCE:-

There is a relatively constant trend of evidence which indicates that with occupational level held constant there is negative relationship between educational level and job satisfaction particularly his pay satisfaction (Cantril 1943, Kelin and Mahar 1966, Vollmer and kinney 1955, Schwals and Wallas 1973,) has established no relationship these two variables. It is very difficult to find out the reasons for the differences in outcome of the various studies because these researches are based on theoretical framework.[12]

9) INDIVIDUAL DIFFERENCES:-

Individual differences make the study of job satisfaction complicated because each one is different in his habit, attitudes, nature, etc. so each one differs in his perception about self, his job and the organisation he works for.

Thus there are several job elements contributing to job satisfaction. The most important amongst these are wage structure, nature and working conditions etc.

Nasreen and A. Khaleque in their study have given following five aspects relating job satisfaction.

1. Autonomy in the job.
2. Promotion opportunity.
3. Good relation with employees.
4. Job security and appreciation for good work.
5. Communication with high level management.[13]

Similarly the important causes of the job satisfaction have also been studied. The most frequently mentioned causes of job satisfaction have been reported to include:-

1. Lack of fair treatment from management.
2. Poor wage.
3. Lack of autonomy.
4. Absence of congenial working environment.
5. Lack of opportunity for free exchange of opinion with the higher management.
6. Lack of cordial relationship between senior and junior.

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10 Fred, Luthans op., cit., p. 127.
11 K. Ashwathapa, op., cit., p. 161.
12 M. N. Verma and R. K. Aggarwal, Organisational Behavior, King Book Publishers, New Delhi, 1996, p. 173.
13 Quoted by K. Ashwathapa, op. cit. p. 176

MORALE:-

More often employee attitude, job satisfaction and employee morale are used synonymously but they are not the same. All favourable attitude may contribute to job satisfaction because job satisfaction is the result of so many attitudes likewise job satisfaction and morale do not carry the same meaning through job satisfaction improves the employ morale.

A good management is always interested in having and maintaining a better work face which is loyal to the organization and its objectives. It is obvious that a man can work effectively and efficiently only when he puts his heart in to the work assigned to him. Pay amount of wages for the services rendered by work men, is quite insufficient to inspire them. It is possible only when they feel inspired by the organisation, its objectives and the people.[14]

If on the other hand, members are cold and indifferent, if not altogether hostile towards the work and the organisation, it will not prosper notwithstanding the fact that organisation possesses all the resources. It is therefore absolutely essential that the group as a whole should be charged with enthusiasm so that the members of the group can work towards the objectives without any hurdle, such zeal or enthusiasm is usually referred to as morale. It is the subjective feeling of the employees. It may be regarded as an attitude of satisfaction with desire to continue in and willingness to strive or for the good of a particular group or organisation.

The morale of public officials is universally recognized to be one of the important factors conducive to efficiency in administration. Napoleon is said to have considered morale responsible for 75% of the value contributed by four elements in battle efficiency, viz., numbers, arms, training and morale to sustain high morale among all ranks of public personnel over a period of time.[15]

Morale relates to the totally of motives and attitudes of the employees to organisation. According to L. D. White morale is both an index of sound employment situation and a positive means of building up an efficient organisation.[16]

Alexander Leighton defined morale as the capacity of group of people to pull together persistently and consistently in pursuit of common purpose.[17]

Miller and Form observe that the concept of satisfaction and sprite de corps revolve around with in the domain of employee morale ambiguously. They present three definitions of morale. First, morale refers to the total satisfactions which the individual acquire as a result of his membership and involvement in an organizational setting. Second, it relates to the state of motivational drives through which the individuals tend to accomplish goals and face future challenges. Third, it is the

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14 R. Likert & J. M. Willist, Morale and Agency Management, L. I. S. R. Buresh Hartfort, 1940, p. 127.

15 Avasthi and S. R. Maheshwari, Public Administration, Lakshmi Narayan Aggarwal, New Delhi, 1962, p. 291.

16 Quoted by K. K. Puri and G. S. Barara, Element of Public Administration, Bharat Prakashan, Jalandhar, 1968, p. 362.

17 Ibid.

consensus or sprit de corps revealed by the group while making efforts towards the accomplishment of its goal.[18]

Flip has described morale as a mental condition of attitude of individuals and group which determines their willingness to co-operate. Good morale is evidence by employee enthusiasm, voluntary conformance with regulations and orders and a willingness to co-operate with others in the accomplishment of organisation objectives. Poor morale is evident by surliness, insubordination, a feeling of discouragement and dislike of the job organisation and associates. Morale is closely related with motivation and willingness of work. Job satisfaction is the measuring for morale. If an employee is satisfied with his job, his morale is said to be high and in case he is dissatisfied with his job his morale is said to be low. Motivation induces the people to work to their satisfaction in a manner most beneficial to the organisation. Good motivation leads to high morale.[19]

According to Blum morale is the possession of feelings on the part of the employ of being accepted and belonging to a group of employees through adherence to common goals and confidence in the desirability of these goals.[20]

Devis defines as good organisation morale as a condition in which individuals and groups voluntarily make a reasonable subordination of their personnel objective to the service objective of their organisation.[21]

Expanding and successful organisations build morale by providing opportunities for promotion and by fostering the goal feelings identified with success. According to Mandell ñthe employeeôs interest in the objectives of their organisation is a sound basis for morale, high wages, lenient policies on leave and over time good equipment and good working condition can make its development and maintenance much easier. Other ingredients are the supervisor prestige, his friendliness, his interest in peopleôs welfare, ability to use their skills and provide variety in routine work and his ability to select and develop a working group whose members like each other.[22] The employee also must be able to give clear instructions about what is wanted, in what quality, what lead his employee to a record of outstanding performance set an example for them in terms of his morale, conduct and attention to work, get them their fair share of privileges and income. Keep them informed of new developments and obtained their participation in setting goals and achieving them.[23] Anything that impinges adversely on the morale of the work causes injury to the organisation.

Morale is an intangible concept as much as it is an ñinward graceò it resides in minds, attitude and emotions of individuals and groups. It has been defined as ñ the

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18 D. C. Miller and W. W. Form, Industrial Psychology of Work Organisation, Harper and Row Publishers, New York, 1964, p. 706.

19 Edwin, B. Flipps, Principles of Personnel Management. Mc Graw Hill, Book Company, New York, 1971, p. 127.

20 M. L. Blum and J. C. Naylor, Indus Trail Psychology- It Theoratical and Social Foundation, Harper and Row Publishers New York, 1968, p. 132.

21 Ralph C. Davis, The Fundamentals of Top Management, Harper and Row Publishers, New York, 1951, p. 802.

22 Quoted by R. G. Mishra and Gurvinder Kaur, Reservation Policy and Personnel Selection, Uppal Publication House, New Delhi, 1990, p. 84.

23 Ibid.

capacity of a group of people to pull together persistently and consistently in the pursuit of a common purpose.ò It is symbolized by:-

1) A feeling of ñbelongingnessò or identification among the employees.

2) A sense of providing in cooperative or group achievements and

3) A spirit of determination and perservance in making efforts to accomplish and further the aims and purpose of the organisation.[24]

Thus morale represents the general condition of human relations. It requires regular attention, diagnosis and treatment just as health does. In the same way that health is a competitive of a personôs physical condition, so is morale a collection of employee attitudes, feelings and sentiments, instead of a single feeling. Thus definitions of morale are many. A review of them all would show that they define it in terms it is, what it does, where it resides, whom it affects, what it affects. Analysis of the above definitions of morale reflects upon its two distinct conceptions. From one point of view, morale may be regarded as essentially on individual matter. A second conception of morale is essentially ósocialô or group oriented. It emphasises the feeling of the team as a whole. It is sometimes described as group óattitudeô such as persistence, determination and cohesiveness. It reflects the general acceptance of group goals by group members and their agreements on the necessity for continuing the drive towards these goals.[25]

MAJOR MORALE FACTORS:-

Although morale consist of an infinite numbers of separate attitudes in each person, there some agreement on the broad area in which employee satisfaction is necessary in order to have high morale. These areas are called morale factors.

Following are some of the significant morale factors which have been found fairly consistent in different situations. The first three are most related to the immediate job, while the later have wider application.[26]

1). ADEQUACY OF IMMEDIATE SUPERVISION:-

The supervisor is important, because he is the point of contact between the organisation and employees and he has large influence upon their day to day activity.

2). SATISFACTION WITH THE JOB- ITSELF:-

Most people find certain intrinsic satisfaction in having a job they like, doing it well and feeling that it gives them an opportunity to use their talents and grow personality.

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[24] Awasthi and S. R. Maheshwari, op., cit., p. 291.

[25] B. L. Fadia, Public Administration (Administrative Theory and Concept), Sahitya Bhawan Publications, Agra, 1998, p. 517.

[26] Compiled from the list of Philip Ash ñThe SRA Employee Inventory: A statistical Analysis, Personnel Psychological Analysis, Personnel Psychology Autumn, 1954, p. 359.

3). COMPATIBILITY WITH FOLLOW EMPLOYEES:-

The typical man ï a social being finds work more satisfying when he feels he has the acceptance and companionship of follow employees.

4). SATISFACTORY ORGANISATIONAL PURPOSE AND EFFECTIVENESS AS A SYSTEM:-

Employees want to be part of an organisation which has a worthwhile purpose in which they can believe and they want their company to be reasonably efficient in meeting that common purpose. They get satisfaction from a winning team.

5). REASONABLE SATISFACTION WITH ECONOMIC AND RELATED REWARDS:-

As a reward for helping their team towards its goals, employees expect adequate reward compared of the rewards of others in the company and to a lesser degree, outside the company.

6). GENERAL PHYSICAL AND MENTAL HEALTH:-

Physical and mental health is combined because they are interrelated. This team includes off the job factors which influence work satisfaction, such as trouble at home or ill health and the general emotional tone of the individual.

MEASURES FOR BUILDING HIGH MORALE:-

It is responsibility of an organisation to take various steps to raise the morale of its employees to achieve the organizational objectives.

The following measures can be promoting as being conductive to the process by morale building.[27]

1). SOUND WAGE STRUCTURE:-

A sound wage structure based upon sound and fair incentive plans coupled with bonus earnings is conductive to high morale. A wage structure that provides a systematic procedure for the fixing up of just and fair wages rates for different category of employees.

2). SECURITY OF JOB:-

A person under a constant fear of losing the job cannot work with devotion. His efficiency will also be adversely affected and his morale will be low, so security of job leads to high morale. Therefore, reasonable security of job should be guaranteed.

[27] Ibid.

3). EMPLOYEE COUNSELING:-

Leader should regularly provide guidance, advice and assistance to employees to help them in taking their personal work related problems. Counseling will create confidence among employees and improve their attitudes.

4). KEEPING THE WORKERS WELL INFORMED:-

Some progressive management publish bulletins containing the latest new, views and developments about the working and the workers of the organisation and circulate them among employees. It satisfies their ego help maintaining high morale.

5). CREATION OF WHOLE JOBS:-

A complete job should be assigned to an employee. Jobs should be enlarged to provide variety of tasks. Flexible working hours and job sharing may also be helpful in raising morale.

6). INSPIRING CREDOS AND MOTTOS WORKERS:-

This is the very positive step in boosting the morale of the workers for inspiring employees through credos and mottos. Some organisations for this purpose organize exhibitions etc. to give the workers a feeling of importance and credit for having taken part in the production of quality products.

7). JOB ENRICHMENT:-

Job enrichment provides recognition, growth and responsibility. Greater authority should be delegated to provide work autonomy to to the employee job relation also helps to improve employee morale.

8). PROPER WORKING ENVIRONMENT:-

Adequate lightening proper ventilation, noise free work place, regular rest periods and other facilities should be provided to workers congenial work environment helps to improve attitude of employee. These administrative steps are conductive to the promotion of morale and pave the way to higher morale. It is a continuous but very slow process and organisation should not accept a change overnight.

HRTC: A HISTORICAL BACKGROUND:-

Road transport forms the life-line of the economy in the hilly terrains, like that of Himachal Pradesh. Since 1949, the transport in Himachal Pradesh, whether it was of bus service or goods transport services, was fully nationalized in whole Himachal Pradesh. The name of operating institute was Himachal Government Transport. After this, in 1959 Mandi-Kullu Road Transport Corporation was established. Himachal Government, Punjab Government and Central Government (Railway Department) were the shareholder of the corporation. Their capital investments were 40% and 20% respectively. This corporation used to operate on Pathankot-Manali routes mainly, later on some other routes in the districts of Kullu and Lahaul Spiti. On the 1st November 1966, the hill areas of Punjab State were emerged into Himachal Pradesh. On these hill areas the bus service were governed by Private promoters. Gradually

Himachal Government transport also started its own services in new integrated areas. Later on Himachal State Government adopted the nationalization policy of bus services. It was felt while considering all these consequences that in place of two State Road Corporal ion, there should be one system of integrated Road Corporation, as a result of this, on 2nd October I 974 Himachal Road Transport Corporation Came into existence by uniting Mandi-Kullu Transport Corporation and Himachal Government Transport. Before this there were two different transports named as Himachal Government Transport (H.G.T.) and Mandi-Kullu Road Transport.

Since its inception, the activities of the Himachal Road Transport Corporation have increased manifold. The corporation is only organization providing passenger transport services barring a few routes, in the states. In this near monopoly market situation, it was absorbed a large portion of state resources. In this context, it is expected that the returns should commensurate with the investment involved. In case of HRTC the situation is quite reserve as the excess of expenditure over receipt has resulted in losses since 1980-81.

This decision was necessary to reduce the unnecessary competition, to get the debt from the various financial institutions, to get more financial assistance from Railway Department and to provide more money in order to buy new buses so that bus services might be improved.[28]

Himachal Pradesh is a land or plains and sky scraping mountains. Himachal Road Transport Corporation runs its routes from plains to high altitude which is more than 4,725 meters. The hindrances in the operation of Himachal Road Transport Corporation, the roads are too hairpin handed and steep sloping, especially the oldest. These routes affect the bus services in the following ways:

1. The speed of buses remains half or the speed in plains. Thus income reduced all other hand.

2. Numbers of routes drive through low population areas. Thus buses funs without efficient passenger which cause low income per km.

3. Bus services remain close in the rainy and snow season all the number of hilly routes.

4. The life span of the vehicles decreases on these difficult routes. Thus it increases repair work. The use of spare parts, tubes, tyres, fuel and oil by which operating expenditure increases.

Thus operating expenditure of mountainous region goes up as compare to the plains.

The Himachal Road Transport is the only one means or transportation. In the plains there are other means of transportation as tempo, auto rickshaw and rickshaw. Throughout Himachal the railway facility is available only on two routes named Pathankot-Joginder Nagar and Kalka-Shimla and air transport in Jubber Hatti (Shimla), Bhunter (Kullu) and Gaggal (Kangra) only. So far water-transport, it is only in areas of Govind Sagar and Pong Dam, Therefore it is clear that major means of transportation in Himachal Pradesh is the road transportation.

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[28] ñAnnual Administrative Report,ò 1974-75.

On November 1st, 1966, the hill areas of Punjab state were emerged in Himachal Pradesh on these hilly areas the bus services were governed by the private promoters. Later on Himachal State Government adopted the rationalized policy of bus services and during the financial year 1975-76, three routes of Nalagarh region were nationalized named as Nalagarh Gamrola, Nalagarh-Sunna-Dalisen and Nalagarh-Swarghat. During the financial year 1976-77 twenty routes near Joginder Nagar-Pathankot, were nationalized and during 1977-78, twenty-two routes near Joginder Nagar-Pathankot were nationalized. During 1976-77 private routs were authorized in Kangra and Hamirpur districts. The percentage of transport buses to total buses and percentage of private buses to the total buses were 80% and 20% respectively up to the financial year 1980-81, but during 1981-82, it were 82% and 20% respectively, but during the financial year 1987-88 it comes to 70% and 30% respectively. This increase and decrease were due to the introduction of private routs and transport routes different in different period of time.

In 1987-88 the corporation has 21 operating units/sub units namely Nahan, Parwanoo, Rampur. Rohru, Shimla (Dhalli), Shimla (Local), Tapri, Nalagarh, Bilaspur, Kullu, Una, Mandi, Sarkaghat, Keylong, Baijnath, Chamba, Dharamshala Hamirpur, Jassur and Pathankot. The corporation has three divisional offices at Shimla, Mandi and Dharamshala, which exercise supervision over the functioning of the operating unit under their control.[29]

In 1987-88, fleet strength of the Corporation was 1393 comprising of 1334 buses, 7 trucks and 53 light vehicles. The HRTC provides passenger services on nearly 1125 interstate and intrastate routes and busses curry more than 6.6 crores passenger annually. During the year 1987-88 the coverage or the fleet is expected to be 8.85 crores Kms. Various long routes fleet is expected to be 8.85 crores Kms. Various long routes bus- services have been introduced by the Corporation with a view to providing direct connection for the passengers. Many long distance night-services connecting important places of Himachal Pradesh with Delhi, Chandigarh, Haridwar, Dehradun, Hoshiarpur, Jammu and Pathankot have also been introduced.[30]

With a view to checking the pilferage of income, the corporation has set up flying squads in their headquarters at Chandigarh, Ambala, Dharamshala, Mandi and Shimla.

A Liaison Committee of Management/employees relationship has been formed to review the labour demands and also to make suggestions for improvement of management/employees relationship. In order to encourage the worker participation in management a central Liaison Committee has been formed at the head office. Such committees have also been set up at unit level on which workers have given adequate representation. Total number of employees during the year 1987-88 was 7419.

The corporation has also introduced the passenger insurance scheme by amending the provision or Himachal Pradesh passenger and goods Act or 1955 and by laying a surcharge or the rate or 20% on passenger tax, under the scheme an ex-gratia payment of rupees ten thousand would he paid to the legal heirs of the deceased

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29 Annual Administrative Report, 1987-88.

30 *Ibid.*

passenger and an amount or rupees ten thousand would be payable to the injured, depending upon the nature and extent of injury.

The audited income of the Corporation so far from operation the fleet was expected to Rs. 49.37 crores during 1987-88 as against 35.54 crores during 1986-87. The per kilometer income of the fleet during the year were Rs. 5.58 as against Rs. 4.41 during the year 1986-87 and per km. expenditure of the fleet during the year was Rs. 5.63 as against Rs. 5.05 during the year 1986-87.[31]

Himachal Road Transport Corporation provides concessional facility to state and central government employees and students. Corporations also provide free service toils own employees, MLAôs blind men and handicapped persons and correspondents. There is a provision of seats reservation for womens, childrens, handicapped and freedom fighters.

Increasing attention is paid to keep maximum number of vehicles, so as to avoid inconveniences to the travelling public and to earn more revenue. All efforts are being made to provide trouble free service to the travelling public, punctuality of services also being maintained. Efforts are also made to keep the incidence or break down etc. low. Workshops are being properly equipped for proper maintenance and upkeep of vehicles.

The Mandi Kullu Road Transport Corporation setup on 18th September 1959 under Transport Corporation Act 1950 was renamed as the Himachal Road Transport Corporation with effect from 2nd October 1974. The assets and liabilities of Himachal Government Transport, a departmental undertaking, were also taken over by the corporation.

In terms of Section 23(i) or the Act ibid, the state and the Central Government provides the capital required by the Corporation in an agreed proportion. The government or India had decided in 1975 that form 2nd Oct 1974 onwards such contribution by the state and the central governments would be in ratio of 2:1. The capital of the corporation as on 31st March 1988 was Rs. 4790.87 lakh Rs. 3657.41 lakh contributed by the State Government arid Rs. 7133 lakh by the central government.[32]

As per the agreed terms the central government required to contribute as on 31st March, 1988 Rs. 1694.40 lakh. The actual contribution of the central government was, however Rs. 1133.46 lakh. The balance amount of Rs. 560.94 lakh was yet to be received (February 1988). The capital hears interest at the rate of 6.25 percent. As on 31st March 1988 an. amount of Rs. 1147.90 lakh was outstanding for payment on this account Rs. 127.63 to the central government and Rs. 1020.27 lakh to the state government. The corporation stated (November 1988) that the interest could not be paid due to paucity of funds.

The addition to capital contribution the Corporation has also obtained loans from government overdraft from banks and has availed or the bill rediscounting facility of the Industrial Development Bank of India.[33]

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31 Annual Administrative Report, 1986-87 and 1987-88.

32 Audit Report of HRTC 1987-88.

33 *Ibid.*

The Management of the Corporation vests in a Board or Directors consisting of 8 members including the Chairman and the Managing Director. Out of 8 members 6 are nominated by the state government and 2 arc appointed by the central government. The Managing Director is the Chief Executive of the Corporation. There are three additional General Managers each looking alters traffic, administration and technical operator respectively. A chief Accounts Officer to look alters the work or Accounts wing and three divisional Managers at Shimla, Mandi and Dharamshala controlling 8.5 and 8 units respectively.

There are four central workshops at Taradevi, Dhalli, Mundi and Jassur for body-building and major overhauling of vehicles engines, fuel pumps. These workshops also cater to the needs of the state government and other public sector undertaking for repairing or their vehicles. In addition, there is a Denomination Tickets Cell at Taradevi for stocking and issuing of ticket books to the Regional offices.

The detailed records in regard to receipt of revenue and expenditure are kept separately by each divisional Manager, Workshops, on the basis of these records the Profit and Loss account and Balance sheet is prepared independently by each such accounting unit and sent to Head office where the accounts of the Corporation as a whole are consolidated .

REVIEW OF LITERATURE:-

The chief consideration behind reviewing the already existing studies is to evaluate these studies in the line of the sampling design, methodology followed and the suggestions made. Review is done for the reasons that the present study could be design in such a way that the outstanding point of such work could be incorporated in the present study. This with the help in designing the present study in consonance with the objectives of the present study. In order to formulate the present study and to adopt the befitting methodology for this purpose, some of the important research works have been thoroughly scrutinized.

The concept of job satisfaction is central to many aspects of industries and organisational behaviour. This could perhaps account for this concept being one of the most researched topics. The extent to which employees are satisfied with their both scholars and practitioners. The term job satisfaction is viewed as a ñpositive attitude towards oneôs work, which is global in nature and which results from many specific job related experience.ò

Chaddha (1988) the study was undertaken to find the relationship of organizational climate with job investment and job satisfaction among white collar and blue collar supervisors in public sector undertaking. For the data collection, 20 white collar and 30 blue collars supervisors were administered organizational climate, job satisfaction and job investment questionnaire. Results indicated that job investment in significantly related with decision-making, communication, growth, standard, trust, recognition and motivation among white collar supervisors and with standard, trust, recognition and motivation among blue collar supervisors. Further job satisfaction was found to be related significantly with standard, support and

grievance- management among white collar supervisors with decision-making, standard and motivation among blue collar supervisors.[34]

Choudhary (1989) studied on ñOccupational Level and Job Satisfaction-A Comparative Study of Public and Private Sector Organization.ò The study was carried out with the two fold objectives to study compare the extent of the job satisfaction among the employees and to compare the extent of job satisfaction with in the hierarchical status. A sample of 120 was taken, 60 from each sector was presented at three level of hierarchy i.e., manager, supervisor and workers. The Bragfield- Rotha Scale (1951) was used to measure job satisfaction. The scale consists of 18 items, dealing with an individual feeling towards his job as a whole. In view of the hypothesis of the study ótô test was used to compare job satisfaction scores of private sector and public sector. One way analysis of variance and one tail test of significance at .05 levels has been applied to accept or reject the directional hypothesis. Analysis revealed that though the mean job satisfaction score of public sector employees was higher than the public sector. It was found that there were no significant difference in the extent of job satisfaction of managers, supervisors and workers in both the public and private sector.[35]

Dhillon (1989) investigated the relationship between perceived occupational stress and job satisfaction among 176 male officers of police organization in Delhi. Results indicate that overall occupational stress and job satisfaction are negatively and significantly related. It was further found that job satisfaction is negatively related to perceive stress on most of the job related variables.[36]

Slaim (1992) conducted a study on ñEffects of Western Education on Employeeôs Participation and Job satisfaction in Saudi Arabian Industries.ò The purpose of the study was to investigate the impact of western education on large degree of participation of Saudi Arabian employees. The quality circle programmes influenced their job satisfaction. These variables were investigated using a survey administered to 150 Saudi Arabian Employees working in the production department of a Saudi Arabian company. The question of participation and satisfaction instrument that was used in this study was developed by Abbas 1985). Data collected were analyzed using the ótô test for independent means and two way analysis of variance. The finding showed that western educated employees are more likely to participate in quality circle programmes than those employees who have been educated in Saudi Arab. Further the research showed that the western educated employees were more likely to be satisfied in their job than employees educated in Saudi Arab.[37]

Hays and Warren (1992) conducted a study on ñA Study on the Relation between Internal Locus and Intrinsic Job Satisfaction.ò The purpose of the study was to determine the relationship between internal-external locus of control and intrinsic-extrinsic job satisfaction. The survey consists of 146 US Navy physicians, dentists, nurses, scientist and health care administrators. Survey instruments included Rotterôs

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[34] N. K. Chaddha, ñ Organizational Climate and Job Satisfactionò, Psychological journal, vol. 31 (3), 1988, pp. 106-112.

[35] Satya Choudhary, ñ Occupational Level and Job Satisfactionò, Indian Journal of Applied Psychology, vol. 26 (2), 1989, pp.1-5.

[36] Paramjeet Kaur Dhillon, ñRelation between Perceived Occupational Stress and Job Satisfaction, Indian Journal as Current Psychological Research, vol. 4, No.1, 1989, pp. 42-47.

[37] Al,Abdulrehman Yanha Salaim, Dissertation Abstract International, vol. 53, No. 7, January 1992, p. 2447-A.

locus of control scale (1966) to measure internal-external locus of control and the short form of the Minnesota Satisfaction Questionnaire to measure intrinsic-extrinsic and overall job satisfaction. The results showed that there was no significant correlation between internal locus of control and intrinsic job satisfaction.[38]

Bhatt (1994) concluded a study on ñjob Satisfaction as Related to Organizational Variables.ò The research attempts to find out the respondents organizational factors which affect the satisfaction, a person get from his job. The main purpose of the study was to investigate the level of job satisfaction of the College Teacher Services working under different kinds of management and to find out mean difference, if any between the job satisfaction of College Teacher Services and organizational characteristics. The sample consisted of 250 College Teacher Services (125 male and 152 female) randomly selected from college students in Saurashtre region of Gujrat. A scale adopted, modified and standardized by the investigator (1986) was used to measure the job satisfaction while less than half of them had low job satisfaction working under different kinds of categories. Further, it was concluded that the 60% of respondents had high job satisfaction where as 40% of them had low job satisfaction working under different kinds of job status.[39]

Goyal (1995) analyses the impact of labour welfare measures on job satisfaction. The book also examines the extent of awareness of labour welfare measures among workers. The extent of implementation and the extent up to which these measures have been successful to improve the workers. This book helps us to understand that the need fulfillment is essential for job satisfaction. This book is also related with the present research as it provides an insight in the factors which leads to job satisfaction and high morale among the employees.[40]

Morrison (1997) concluded a study on ñManagerial Job Satisfaction- An Examination of the Impact of Selected Psychological, Personal and Industrial Variables on the Job Satisfaction of Executive and Managerial Corporate Women.ò The degree of job satisfaction workers experience is seen as an important component in the overall performance of these individuals. Recent research indicates that women now make up more than 50% of the workforce but the number of women is executive positions had remained relatively unchanged since 1970s. The study examined psychological, personal and industrial characteristics of management and executive women in relation to job satisfaction to determine if there was in fact any difference between the two which might serve as a basic explanation of this phenomenon. A national study of 1000 corporate managers and executives was conducted as which 459 responded. Results indicated that there was significant difference between the two groups with regard to all job satisfaction factors of the JDI as well as locus of control, mobility some gender role categories and some personal characteristics.[41]

Zend and Upadhyay (1997) conducted a study to assess women ócntrepreneursô level of satisfaction with reference to selected aspects of job and to

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[38] Hays and David Warren, Dissertation Abstract International, vol. 53, No. 4, 1992, OI ct.

[39] D. J. Bhatt, ñJob Satisfaction as related to Organizational Variablesò, Indian Psychological Review, vol. 42 No. 1-2, 1994, pp. 9-20.

[40] Pratibha Goyal, ñ Labour Welfare and Job Satisfactionò, Deep and Deep Publications, New Delhi. 1995.

[41] Jolia Morrison, ñManagerial Job Satisfaction: An Examination of Impact of Selected Psychological, Personel and Industrial Variables on the Job satisfaction and Managerial Cooperate Women, Dissertation Abstract International, vol. 58, No. 6, 1997, p. 2293-A.

determine its related factors. The total sample size, comprised of 105 self employed women who have registered their enterprise at district industry centre. Data was collected in Parbhani district in 1996 by administering pre-tested interview schedule. They finally concluded that overall job satisfaction of selected women entrepreneurs was high with respect to selected four dimensions of job viz. work environment, work schedule, occupational stability and work autonomy.[42]

Ganjewar, Maruti and Kalkrni (1998) assessed job satisfaction of working women by using a developed scale and related with satisfaction of household task performance. Result showed that majority of working women were highly satisfied with occupational status and work schedule aspects of job while moderately satisfied with work autonomy and least satisfied with environment aspects of job.[43]

Robert (1999) studied that there are many different management philosophies. Micro management is a form that is generally negative perceived, because of its impact on employeeøs autonomy. There has been little research on cause of micro management and its impacts on employeeøs job satisfaction and productivity. The study seeks, to determine how competitive pressure and a managerøs growth, needs and strength affect the degree to which a company micro manager its scale force. The degree of micro management may impact of personøs autonomy which interacts with his growth, needs and strength to determine his job satisfaction and productivity. The results of a study on 56 medical sales representatives, located in the north eastern United States suggested a strong correlation between the degree of micro managing and autonomy managers GNS and autonomy and job satisfaction, with the representativeøs GNS as interacted. There was no correlation between competitive pressure and the degree of micro managing or productivity and autonomy, with the representativeøs GNS as an integrator.[44]

Hossain (2000) conducted a study on ñJob Satisfaction among Private and Public Sector Bank Employees.ò The study revealed that bank employees were in a better position in terms of job satisfaction that the private sector. The bank employees and the executive were more satisfied than non-executives. Job satisfaction had significant positive correlation with performance but significant negative relationship with job stress and propensity to quite the job.[45]

Katharyn (2001) the research aimed to study the integrated job satisfaction of staff members working in highly complex formalized and centralized environment typically found in a large bureaucratic organization. Large bureaucratic organizations have evolved into organizations having specialized job controlled by many rules and regulations and a strict hierarchical chain of command. Prison organizations are highly complex, highly formalized and highly centralized organizations. Individual working in prisons are subject to rules and regulations and directives from superiors, leading to low job involvement and little autonomy. The research investigated staff

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42 J. P. Zend and R. K. Upadhyay, ñJob Satisfaction of Womenò, Indian Journal of Applied Psychology, vol. 34, 1997, pp. 8-12.

43 M. C. Ganjewar, D. Maruti and M. S. Kulkarni ò Job Satisfaction of Working Womenò Journal of Psychological Research,vol. 42, 1998, pp. 81-84.

44 Wright F. Robert January-June ñEffect of Micro Management on Job Satisfaction Productivity: A Case Studyò, Vision: The Journal of Business Perspectives , 1999, pp. 51-61.

45 Mohammad Masharraff Hossain ñJob Satisfaction of Commercial Bank employees in Bangladesh: A Comparative study of private and public sectorò, I*ndian Journal of Industrial Relations, vol. 35, No. 4, 2000, pp.361-397.*

memberôs job satisfaction by determining the impact of inmate contact, job function hiring status and tenure of individuals as they seek personal needs while realizing organizational goals and objectives. The research proposed the correctional staff members like members of other large bureaucratic organizations, have intrinsic needs for job design providing meaningful work autonomy and feedback from others. Although the research was limited to facility in the Colorado department of corrections system, the data suggests that the findings can be generalized and provide the basis for further research.[46]

Natrajan (2001) concluded a study on ñA Study on Organizational Climate and Teacherôs morale.ò The aim of the study was to find out the relationship between the school climate and morale of the teachers. The normative survey research was used in this study, the sample consist of 426 male teachers and 849 female teachers working in 250 elementary school of Pharmapuri districts. The organizational climate descriptive questionnaire (OCDR) developed by Helpin and Croft (1960) and Teacher morale questionnaire (TMQ) developed by Anjani Mehta (1977) were use to collect data. The study revealed that in the elementary schools teacherôs morale was high in open climate and there exist significant relationship between organizational climate and teacherôs morale.[47]

Hoffman (2002) asserts that within organizations it is individuals who are responsible for creating goals, criticising and evaluating the corporate culture and instigating and implementing change. He states that the normally excellent corporation is one that disconcerts the healthy reciprocity between its culture and the autonomy of its individuals. This reciprocity is a necessary but not a sufficient condition for corporate morale excellence. It is also necessary for the corporate culture to be a morale corporate culture.[48]

Forqan and Tally (2002) concluded a study to investigate National Origin of workers and its implication on satisfaction from reward in a culturally diverse work environment of UAE. By examining job satisfaction, job satisfaction in the multi cultural setting of UAE. We may pin out attitude difference between employees belonging to different neutralities and ethnic groups. The study was exploratory in nature and is based on the primary data collected through, personally administered questionnaire on respondents working in a variety of work environment in Abu Dhabi. The non random stratified quota sampling was considered advantageous as it was expected to allow the researcher to collect adequate amount of suitable data with speed, accuracy, economy and convenience. The sample for the study comprised of 360 respondents. The results showed that a close section of respondents reported relatively low level of satisfaction from their pay and other reward aspects relating to

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46 McDowell Chittenden Kathryn T. Integrated Job Satisfaction in Complex Formalized Bureaucratic Organizationsò, Dissertation Abstract International, vol. 35 No. 26, 2001, p. 1088-A.

47 R. Natrajan, ñA Study on Organizational Climate and Teacherôs Morale, Journal of Psychological Research, vol. 45, No. 1, 2001, pp. 19-23.

48 W. M. Hoffman, ñ The Ethical Organization Ethical Theory and Corporate Behavior.ò, published by PALGRAVE hound mills, Basingstoke, Hampshire RG 21, 175 Fifth Avenue, New York 10010, 2002, p. 106.

job. On average 46-55% of the respondents seen to be satisfies with their pay both in absolute terms and in relative terms.[49]

Haque (2004) have concluded a study on ñjob satisfaction of Indian Academicians, A study based on gender and age.ò A survey was carried out by structured non disguised questionnaires. The sample size of 300 was considered adequate and representative. The mean overall satisfaction level was found 3.35 on a five point scale. Which is moderate satisfaction level but on the intrinsic dimension (job itself) hundred percent respondents were satisfied. This seems to be an ideal situation. On another intrinsic factor (autonomy) the satisfied respondents were 87.71% but their satisfaction level remained moderate across the age groups. Similarly finding on extrinsic factors, (college, relations among faculty and salary benefits and teaching administration) 76.80% and 42.80% respondents were found satisfied.[50]

Sinha (2004) presented a study to see the relationship between type of organization (public sector and private sector) and job satisfaction. 100 engineers (50 from each type of organization) with age group of 25-45 years were studied. In order to assess the degree of job satisfaction, job satisfaction questionnaire by S. B. Singh (1976) was used. Simple statistical test like mean, ótô test and personôs product-movement co-efficient of correlation were calculated for data analysis. The results of the study showed that the engineers employed in private sectors have more job satisfaction in comparison to public sectors. Co-relational analysis revealed that in the case of public sector engineers job satisfaction is significantly (0.01) related with their age and experience. But in the case of private sector engineers, there is no significant relation even at 0.05 level of significance.[51]

Veloustsou and Panigyrakis (2004) studied the effect of brand managerôs role stress; perceived performance and satisfaction, on the intention to leave. The results revealed that increased role stress is associated with lower levels of perceived job performance and job satisfaction but its influence on the intention to leave was not significant.[52]

Boswell, Boudereaw and IIchy(2005) suggested that turnover process is not fully captured by the traditional sequential model relating job satisfaction to subsequent turnover. This study contributed to this by modeling within individual work attitudes change systematically with the temporal turnover process. Specifically the author hypothesized that low satisfaction would precede a voluntary job change, with an increase in job satisfaction immediately following a job change (the honeymoon) followed by a decline in job satisfaction (the hangover effect). Though this pattern is suggested in literature no prior research has integrated and tested this

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49 Qamar Furqan and Junaibli A. L. Tally, ñ National Organization of workers and its implications on Satisfaction from Reward in a Culturally diverse work Environment of UAEò, Indian Journal of Commerce, vol. 55, No. 3, July-September 2002, pp.33-43.

50 Mohammad Israrul Haque, Job Satisfaction of Indian Academicians: A Study based on gender and ageò the Indian Journal of Commerce, vol. 57, April-June 2004, pp. 102-113.

51 S. K. Sinha, ñA Study of Job Satisfaction among Engineers employed in Private and Public Sectorsò, Asian Journal of Psychology and Education, vol. 37, No. 1-2. 2004, pp. 29-32.

52 C. A. Veloustou and G. G. Panigyrakis, Consumer Brand Managerôs job stress, Job Satisfaction, Perceived performance and Intention to leave, Journal of Marketing Management,vol. 20, No. 1-2 Western Publishers Ltd. 2004, pp.105-131.

complete temporal model within individual. Finding based on a sample of managers supported the proposed honeymoon-hangover effect.[53]

Malvia and Pratibha (2006) has undertaken a study on ñperception of participation in departmental decision making; its relation with job satisfaction, job effectiveness and personality structure.ò With the triple objectives of examining 1) the relation between perception of participation and job satisfaction and job effectiveness in Indian culture: 2) The boi-data of personality correlates of participation and 3) Whether perception of participation is merely subjective or is governed by the situation. It was conducted in two textile units of a group of textiles mills in Gujrat. The sample compared 189 supervisorôs personnel of spinning, weaving and wet procession, engineering and cloth departments. It was observed that there was a relationship between participation and job satisfaction and job effectiveness. None of the bio-data and personality variables correlated with participation, nor there was any difference in job satisfaction and job effectiveness of individuals differencing on the contract personality factor but having similar degree of perception of influence. Perception of participation is not merely subjective, it is to same extent; governed by the cultural situation i.e., participation in reality.[54]

Avery, Wilson and Meka (2007) calculated a research survey on engagement. Empirical studies however have examined how an individual or situational factor relates to engagement. Consequently this study examined the interplay between employeeôs age, perceived co-workers age and composition and satisfaction with older (older than 55) and younger (younger than 40) co-workers on engagement using a sample of 901 individual employed in the UK. Results indicated that satisfaction with oneôs co-worker related significantly related to engagement. Moreover, perceived age similarities was associated with higher level of engagement among older workers when they were highly satisfied with their co-workers over 55 and lower level of engagements when they were not.[55]

Ishwara and Laxamana (2008) an attempt has been made to study what University teachers feel about their job, organization and their expectation from job and also to identify major determinants of their job satisfaction by taking a sample of 152 respondents from six conventional Universities in the Karnataka state. The analysis of data reveals that 2/3rd of the respondents perceived reported to have moderate and above moderatesô level of overall job satisfaction. As for as specific job satisfaction concern, respondents reported lower level of satisfaction, for supervision, monitoring, library facility, clerical assistance and team work. It is also found that there is positive association between overall job satisfaction and specific job satisfaction. Organizational, individual and career aspects of the university teacher tend to determine the perceived levels of overall job satisfaction.[56]

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53 Wendy R. Boswell, John W. Boudereaw and Jan Ilichy, ñThe Relationship between Employee job change and Job Satisfaction; The Honeymoon, Hangover Effectò, Journal of Applied Psychology, vol. 90, No. 5, 2005, pp. 882-892.

54 Malvia and Pratibha, ñPerception of Participation in Department Decision-Making. Its relation with Job Satisfactionò, Journal of Industrial Relations in India, vol. 13, No. 1, 2006, pp. 429-441.

55 Derek. R. Avery, David C. Wilson and Patrick F. Meka, ñEngaging the work force: The relationship between perceived age similarity, Satisfaction with Co-worker and employees engagements, Journal of Applied Psychology, vol. 92 No. 6, 2007, pp. 1542-1556.

56 P. Ishwara and P. Laxamana, ñ Job Satisfaction at Higher Education- A Case study of Universityò, the Indian Journal of Commerce vol. 61, No. 3, July-September 2008,

Remus and David (2009) the longitudinal multi-source, multi-method study presented herein examined the role of employees work family integration in the spillover of daily job satisfaction on to daily material satisfaction and effective states experienced by employees at home. The spillover linkage are modeled at the within individual level and, and results support the main effects of daily job satisfaction on daily material satisfaction and effect at home, as well as the moderating effect of work family integration on the strength of the within-individual spillover effects on positive and negative effects at home.[57]

Kanwar, Singh and Kadwani (2009) examined the impact of work life balance and burnout on job satisfaction in the context of the Information Technology and Information Technology Enables Services Industries. Burnout is measured through three dimensions, i.e., meaninglessness, exhaustion and de-motivation. The findings related that while work-life balance and job satisfaction were positively related to each other, de-motivation, exhaustion and meaninglessness were negatively related to job satisfaction. The significant contribution to job satisfaction came from work life balance in the Information Technology and information technology enabled services industries. However it was higher in Information Technology enabled services group compared to Information Technology group. Further findings show that job satisfaction was higher among the male respondents in comparison to the female respondents.[58]

SELECTION OF THE PROBLEM:-

The process of development through implementation of plans has been on the anvil about 64 years in Himachal Pradesh. But the outcome is very far from the set goals. Having come to know that the progress towards the achievement of set goals have been tardy. One has to investigate the rezones for such a state affair. The blame for gloomy picture is to a certain extent, is of the administrative systems with which we have been working. So the need is to gear up administrative machinery, which can as certained by providing job satisfaction to the employees of the organization. Roads have great importance in hilly states particularly in Himachal Pradesh. Because the roads are the only life line of the people of Himachal Pradesh as there are only two railway lines which cater to the need of very small area of the Pradesh and particularly no water ways to cater the needs of transportation of men and material. The hills terrain and the topographic conditions of the Pradesh amply describe the importance of road transport. HRTC is the second biggest public sector in the state. Other means of transportation are negligible in the state, hence road transportation assumed a greater importance. Presently the employees working in HRTC are going on strikes continuously regarding their some pressing demands. People are suffering with the strikes and work to rule system adopted by the employees. They are not satisfied with the present policies of state government and HRTC management. Development of any organization is not possible if the employees are not satisfied and are not willing to work. Public sector undertakings play a major role. The researcher is taken to keep in to the depth of the problem of morale, motivation and

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[57] Lies Remus and Wagner T. David, ñThe Spillover of daily Job Satisfaction on to employeeôs family lives: The Facilitating role of work-family integrationò, Academy of Management Journal, vol. 52, No. 1, 2009, pp. 87-102.

[58] Y. P. S. Kanwar, A. K. Singh and A. D. Kadwani, ñWork life balance and burnout as predicators of job satisfaction in the IT and ITES Industryò, Vision- the Journal of Business perspective, vol. 13, No. 2, April-June 2009.

dissatisfaction. Through this research project and for this purpose the investigator has selected HRTC. The performance and effectiveness of the organization depends upon the level of morale and satisfaction of the employees. This study is a step to the explore field of morale and job satisfaction of the employees of HRTC. The study ultimately contributes the growth and development of Public Administration.

SCOPE OF THE STUDY:-

Present study deals with the job satisfaction and morale among the employees in HRTC. This study intended to find out the satisfaction and morale level of the employees working in Himachal Road Transport Corporation with regard to the present policies and facilities provided to them by state and HRTC management. It is one of the major public sector undertakings in the state providing passenger transportation facilities to the people. To provide good transportation facilities, it has employed a large number of employees.

OBJECTIVES:-

1. To study the different conceptual aspects of job satisfaction.
2. To study the organisational structure of HRTC
3. To study the job satisfaction in economic aspects.
4. To study the employee employer relationship in HRTC
5. To give the valuable suggestions.

HYPOTHESIS:-

According to G. A. Lundberg, ñA hypothesis is a tentative generalization, the validity of which remains to be tested. In its most elementary stage, the hypothesis may be any hunch, guess, imaginative idea, which becomes the basis for action or investigation.ò[59]

MAIN HYPOTHESIS:-

The present study hypothesized that the employees working in HRTC are not satisfied with their job and going on strikes continuously and many times they are going through work to rule system which is harmful for public and our economy.

SUB HYPOTHESIS:-

1. The policies and plans framed for the HRTC employees by the state government and the HRTC management are not adequate.
2. Employees working in HRTC are not satisfied with their job.
3. Relationship between employee and employer are not good.
4. Lack of proper mechanism of administrative set up.

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[59] Santosh Gupta, Research Methodology and Statistical Techniquesò, Deep and Deep Publications Pvt. Ltd. 2008, p. 65.

RESEARCH METHODOLOGY:-

Methodology involves choice of approach, tools and techniques. The problem of method has to be handled at two distinct levels, first in the problem of approach, of data.

To achieve the various objectives of the present study, data is to be collected from primary as well secondary sources.

PRIMARY DATA:-

The primary data will be collected from the tested questionnaire/ schedules. The data will also be collected through personal interviews and discussion conducted with HRTC employees. We∂ll also conduct open ended interview in which we allow the respondents to speak truly on the issue in our survey. Much valuable information are to be obtained through these interviews.

SECONDARY DATA:-

The secondary data will be obtained from different libraries, books, journals and magazines an. Apart from this various memo graph and project reports will be consulted. Various publications of Government of India and Government of Himachal Pradesh will also be consulted.

SELECTION OF SAMPELING:-

As the basic objective of the present study is to work out level of job satisfaction and morale of the employees working in HRTC. The corporation has more than 8800 employees; therefore it is not possible to use census method of investigation. We will use the sampling method of investigation. Under this method only a small group will be taken as a representative of the whole. This group, which is the part of an aggregate, will be selected to represent the whole. The corporation operates through the state and for and for administrative purposes has been divided in to four divisions, which has 21 depots and three major workshops under their control. We selected 2 divisions randomly Shimla and Mandi. Shimla is biggest and hilly division in the corporation, but Mandi division has approximately half number of employees and also plain as compare to Shimla division. During the study the total number of employees will be divided in to four categories i.e., class I, II, III and IV. From each category of employees a representative sample will be selected randomly. From class1, 8, class2, 14, class3, 100 technical and 100 non technical and class4, 70 respondents will be selected. The data will be collected from the respondents with the help of questionnaire, interview, discussion etc.

ANALYSIS OF DATA:-

With the help of pre-tested questionnaire the required information will be collected from the selected respondents in the HRTC. The data collected through different modes will classified in to four categories. The result with the help of average and percentage in order to class I, II III and IV.

CHAPTERIZATION:-

1. Introduction.
2. Organizational Set up of HRTC.
3. Personnel Factors.
4. Human Recourse Factors.
5. Interpersonal Relationship.
6. Summary, Conclusion and Suggestions.

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